

PBHCI Program Director Leadership Consultation Calls

Following the 2013 grantee meeting in Phoenix, CIHS offered a one-day leadership workshop for Cohort V/VI and newly hired PBHCI project directors. Led by Jeanne Supin, President and CEO of Watauga Consulting, Inc., and Mohini Venkatesh, Vice President of Practice Improvement for the National Council for Behavioral Health, the workshop focused on skills such as articulating a vision; planning and managing change; getting buy-in without formal authority; turning conflict into collaboration; ensuring financial integrity; and effectively managing teams, data, processes, and improvement.

As a follow-up to the Phoenix workshop, Jeanne Supin is offering interactive group telephone consultations to all PBHCI project directors on three priority leadership issues: strengths-based leadership, leading without authority, and change management. Each call will combine content, discussion, and on-the-spot Q&A and problem solving. To meet demand, each topic will be repeated once. Participants will receive a pre-call assignment (e.g. video, reading, self-reflection). Each topic is designed to be standalone; grantees may attend any or all calls. The proposed topics and days/times are listed below.

Topic #1: Strengths-based leadership

Call #1: March 19, 2-3 PM ET

Call #2: April 14, 2-3 PM ET

Please RSVP to Mohini Venkatesh, mohiniv@thenationalcouncil.org

Conceptually it's easy to appreciate the power of strengths-based work. We know that filling our days with fewer weaknesses and more strengths increases our enthusiasm, resilience, creativity, productivity, and success.

But applying strengths-based practices is trickier in the real-world workplace. We rarely have time or contexts to have "strengths" conversations. Staff are expected to meet lots of different performance expectations and accomplish many tasks, and it's impossible to narrow each person's workload only to their strengths. And we're discouraged from handing off our weaknesses to others, succumbing to the mistaken "weaknesses are growth opportunities" myth.

In this PBHCI Program Directors call we will discuss practical ways to really put strengths to work, including:

- Maximizing specific strengths and weaknesses at work.
- Barriers, difficulties, or subtle guilt about really veering away from weaknesses.
- Ways to actually limit much of your time to your strengths tasks and actually engage others to complete the other tasks.

Topic #2: Leading without Authority

Call #1: March 20, 4-5 PM ET

Call #2: April 15, 2-3 PM ET

Please RSVP to Mohini Venkatesh, mohiniv@thenationalcouncil.org

We often need others to do things, even though we can't always force them to comply. We call this "leading without authority." But funny thing about that term ... "Leading without authority" implies that a presence or absence of formal authority determines another's degree of motivation. It suggests people are most apt to respond to the carrots or sticks that only a boss can wield. It also warns leading without that authority is tricky, requires some super-cool tricks, or is impossible.

But that's not really true.

Here's the bad news: carrots and sticks may yield enough acquiescence to avoid getting fired, but they don't spark engagement or high performance. In other words, having authority isn't all it's cracked up to be.

But here's the good news: other, more meaningful things motivate almost all of us. And anyone – formal leader or not – can offer those things, at least enough to spark enough enthusiasm for the task at hand.

In this PBHCI Program Directors call we will discuss the art and practice of leading and motivating people to enthusiastically join our cause or promote our goals, including:

- The biggest motivators: autonomy; mastery & excellence; connection & compassion; sense of purpose.
- Ways we can offer those to others whether or not we supervise them.

Topic #3: Nitty-Gritty Change (Resistance) Management

Call #1: March 25, 3-4 PM ET

Call #2: April 16, 3-4 PM ET

Please RSVP to Mohini Venkatesh, mohiniv@thenationalcouncil.org

We can learn a million different models for change: we can read books, attend seminars, and create extravagant project management plans ... Many of these are valuable, and strong change management strategies are wildly helpful.

But in the end change boils down to people doing things differently, and neither the journey nor the destination can always be perfectly scripted.

In this PBHCI Program Directors call we will talk about and collectively problem solve the change management dilemmas currently causing you the most strife including:

- Dissecting your thorniest change to find the 1-2 best points to strike to improve the likelihood of change.
- Collectively problem-solving the best intervention or strategy to get your change effort successfully through this barrier.